

The Federal Diary

Career Executives In Government Learn Big-Business Ways

By Jerry Klutts
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Aug. 8—Hard-hearted business methods will be tested in a dozen Federal agencies.



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The projects will be spearheaded by 26 career executives who graduated yesterday in the first all-government group from the academy operated here by the nonprofit American Management Association. Five other graduates were from state and local governments.

The students, who averaged 46 years age, \$13,000 salaries and nearly 20 years in government, completed with variations the same 4-week course which has been given by AMA to more than 3000 profit-conscious business executives over the past eight years.

How did these government people, without the profit incentive, stack up in the management course?

"Exceptionally well," answered Robert J. Duncan, program director, although he was careful not to make comparisons of one group with another.

But Duncan, a former training officer in Navy and other Federal agencies, was deeply impressed by the intensive work habits of the government group.

"We couldn't find a fatigue point in this group of people," he observed, "and that is most unusual." As a result, the government students worked harder and longer hours. Their course covered full days, most evenings and weekends. There was minimum time for relaxation in this pleasant area.

This was the only group to be given night reading assignments. The ability of the government people to read and digest large amounts of material was twice the general average, according to Duncan.

Several of the students, however, felt there was too much concentration in a single 4-week course. They were of the opinion that they would get more out of it if they took it two weeks at a time with a long break in between.

The students much preferred speakers with solid backgrounds in big business. Speakers from Government dominated the first short, experimental course given last April. The students protested that they didn't learn enough from them.

As a result, for this 4-week course, AMA selected speakers from business who had a background and understanding of government. The most interesting and inspiring, student polls showed, were business leaders such as Don G. Mitchell, president of General Telephone & Electronics; Lawrence A. Appley, AMA president; John B. Joynt, vice president, New York Central; E. Boykin Hartly, vice president, Railway Express; Malcolm F. Hood, director of planning, Connecticut General Life Insurance; George F. Hubach, vice president, Worthington Corp.; Don L. Hinmon, vice president, John's Manville, and R. T. Collins, Eastman Kodak.

Appley stressed that good managers are interchangeable and would be successful in either business or government. He insisted that basic approaches and techniques are the same all over and that the 31 Government men could do a good job of running an industry. Duncan emphasized that sound management principles as expounded by AMA weren't new.

In his graduation address, Robert F. Steadman, vice president of AMA, explained that the academy gave no tests or grades and that to do so would defeat the objective of a free and frank exchange of ideas by the students. "Our graduates," he said, "grade themselves, and your agencies will grade you and this course."

But experience has shown, he added, that soon return to their jobs from the course with something that helps them and their employees.

Federal employe members of the graduating class were: George Adams, Malcolm Ford, Charles Hilsenroth and Laurence E. Ring, all of HEW; Robert J. Anderson and John F.

Thurston of Agriculture; Arthur B. Bell and John C. Eppard of Post Office; Joseph S. Burton, Joseph M. Ganster, W. R. Markl, Curtis W. Pythias, L. M. Stewart and Kenneth V. Woolsey, all of Air Force; Clarence I. Fox, Internal Revenue; Edward J. Held, Treasury; William M. McCoy, Blake E. Turner and Linus A. Zink of VA; Neal D. Nelson, Interior; Charles K. Shafer, Civil Defense Mobilization; Robert W. Sheay, Central Intelligence; Clinton L. Smith, International Cooperation, and John L. Traub, Theron M. Vining and Chester M. Welch, Army.

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